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MEMORANDUM FOR: Director of Central Intelligence
THROUGH : Deputy Director for Management and Services
SUBJECT : Lateral Entry of Black Employees at the GS-12
and Above Level
REFERENCE : D/Pers memo dtd 9 May 1974, Subject: Equal
Employment Opportunity Program

1. Reference is made to our 9 May 1974 memorandum to you on the subject of an Agency Equal Employment Opportunity Program. One of your written comments on that paper has refocused our attention to your concern over the absence of black employees in high level positions (GS-12 and above). We perceive from your comments an impatience with our basically evolutionary approach and a desire to substantially improve the Agency's position in this area as rapidly as possible.

2. To see where we currently stand on a relatively short-range basis, we have analyzed two groups of black applicants. The first group consists of those black applicants on whom an operating component has requested the initiation of Security and Medical processing. Those "in process" as of 15 June 1974 number 50. At the time a component initiates an in process action, an EOD grade is stated. Of the group, 1 has been proposed to EOD at GS-13; 2 at GS-14; 1 at GS-15 and 1 at GS-15/16.

3. The second group is composed of black applicants whose files are currently being reviewed by operating components but on whom no decision to put in process has yet been made. There are 72 black applicants here. Each has stated a minimum acceptable starting salary on the PHS. One is asking for an initial salary in the GS-12 range; 1 at GS-12/13; 3 at GS-13; 4 at GS-13/14; 1 at GS-13/15; 1 at GS-14 and 1 at GS-15. Based upon experience over the last several months, a substantial number of this group

I am surprised
please

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will also be put "in process." The asking price is, of course, subject to negotiation, based upon the component's grade structure, the individuals qualifications, and the like. In all cases, however, the asking price is seriously considered. ✓

4. The results of our analysis indicate that there is black movement into the Agency at the GS-12 and above level. Given a continuation of the new receptivity to black employment, this movement should continue -- possibly even accelerate.

0 5. Should you consider this pace to be unacceptable, we would reluctantly propose the following: Each Directorate identify a given number of middle/senior positions which, once vacated, can only be filled by black employees. This approach would insure a continuing degree of middle- to high-level visibility. We say "reluctantly" because we see serious drawbacks to such a proposal. Lateral entry at these grades, except where a specific requirement is met, can destroy the career aspirations of on board employees both black and white, to say nothing of females, who have earned the right to advancement to these positions. Demoralization can quickly result. Such a practice would also have all the ingredients of tokenism. Even the blacks brought in would soon realize that they entered the Agency at a level above others perhaps more qualified than they. ✓

6. The statistics quoted above do indicate that blacks are being processed and considered for GS-12 and above positions where the applicants are qualified and a vacancy does exist. We recommend, on balance, that the Agency effort continue along these lines for at least another year. If we are not then successful, designating positions as earlier discussed would be a more defensible approach. ✓

[Redacted Signature Box]

F. W. M. Janney
Director of Personnel

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Next 1 Page(s) In Document Exempt

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